

Culture and Sport Glasgow (trading as Glasgow Life)
(A Company which is a Scottish charity (Scottish charity number SC037844)
incorporated in Scotland under the Companies Acts with company number SC313851)

MINUTE of a MEETING of the Board of Directors of Culture and Sport Glasgow held in the Buchanan Suite, Glasgow Royal Concert Hall, Glasgow on 26 November 2014 at 10am.

Present: Councillor Archie Graham (Chair)
John McCormick
Mel Young
Lee McConnell
Councillor Soryia Siddique
Councillor Frank McAveety
Councillor Emma Gillan
Councillor David McDonald
Dr Bridget McConnell

Attending: Susan Deighan, Chief Operating Officer, Martin Booth, Director of Finance and Governance, Ian Hooper, Director of Sport and Infrastructure Support, Jill Miller, Director of Cultural Services, Mark O'Neill, Director of Policy and Research, James Doherty, Media Manager, Kathryn Greehy, Governance and Risk Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow.

Apologies: Dilawer Singh MBE
Sir Angus Grossart
Professor Lesley Sawers

1. Appointment of Chair agreed.

In terms of Article 73 of the Company's Articles of Association it was noted that Councillor Archie Graham had vacated office as Chair of the Company at the conclusion of the company's AGM on 3 September 2014.

Mel Young, seconded by Councillor Emma Gillan, moved that the Board re-appoint Councillor Archie Graham as Chair of the Board. The Board unanimously agreed.

2. Welcome, Notice and quorum noted.

Having noted that the relevant notice had been issued and a quorum was present, the Board agreed to proceed to business as hereinafter minuted.

Councillor Graham welcomed Lee McConnell to her first Board meeting and she responded in suitable terms.

3. Apologies noted.

The Board noted that apologies had been received from Dilawer Singh MBE, Sir Angus Grossart and Professor Lesley Sawers. The Chair further advised that the reason Dilawer Singh was unable to attend the meeting was due to being in London to receive his MBE. The Board wished to record their congratulations to Dilawer on his deserved award.

4. Appointment of Directors and minute of meeting of Nominations Committee noted and agreed.

The Board

- (1) noted the minute of the meeting of the Nominations Committee held on 22 October 2014, which recommended to Glasgow City Council (GCC) the re-appointment of Dilawer Singh MBE and Professor Lesley Sawers; and
- (2) noted that GCC at their meeting on 30 October 2014 had agreed to
 - (a) re-appoint Dilawer Singh MBE and Professor Lesley Sawers as Independent Directors, and a written notice from the Council, to that effect, was tabled;
 - (b) re-appoint Councillor Frank McAveety and Councillor Soryia Siddique as Partner Directors and a written notice from the Council, to that effect, was tabled; and
 - (d) appoint Lee McConnell as an Independent Director, and a written notice from the Council, to that effect, was tabled.
- (3) agreed to appoint Lee McConnell as a Director of Culture and Sport Glasgow (Trading) CIC.

5. Appointment of Chair of Audit Committee agreed.

There was submitted a report regarding the appointment of the Chair and membership of the Audit Committee advising that in terms of Article 73 of the Company's Articles of Association Councillor Soryia Siddique had vacated office as Chair of the Audit Committee at the conclusion of the company's AGM on 3 September 2014.

Councillor Graham, seconded by Councillor Soryia Siddique, moved that the Board appoint Councillor Emma Gillan as Chair of the Audit Committee. The Board unanimously agreed.

6. Minute of previous meeting approved.

The minute of the previous meeting of 3 September 2014 was submitted and approved.

7. Matters arising noted.

The Board noted that with reference to the minute of 3 September 2014 and the paragraph

- 11(1)(ii) the Collections Agreement Annual Report had been forwarded to Glasgow City Council for information.

8. Minute of Audit Committee approved.

The minute of the Audit Committee meeting held on 2 September 2014 was submitted and approved.

9. Update by the Chief Executive noted and agreed.

The Chief Executive presented to the Board a report which provided an update in relation to the work of the Burrell Renaissance, which advised:

- (i) of the forthcoming exhibition taking place at Bonhams in London between 15 December 2014 and 9 January 2015 with the aim of generating interest ahead of the International Tour and raising the profile of the Collection prior to the launch of the fundraising appeal;
- (ii) that proposals for the tour of the Collection continued to advance and potential locations and object lists were being considered with a few to finalising these over the next few months;
- (iii) in relation to the latest estimated costs with regard to the masterplan that these had been drawn up in association with cost consultants, along with advice from Development and Regeneration Services, with the finalised budget to be agreed by Financial Services; and
- (iv) that the Heritage Lottery Fund application would be submitted by 30 November 2014.

After consideration the Board noted the update provided in respect of the Burrell Renaissance and that a further update would be provided to the next Board meeting in January

10. Reports by Director of Sport and Infrastructure Support

(1) Capital Programme update noted.

There was submitted a report by the Director of Sport and Infrastructure Support informing the Board of progress on projects included in the Capital Programme advising

- (i) that with regard to Glasgow Royal Concert Hall, construction work to the existing building was almost complete, with some issues still to be addressed, however, progress on the new auditorium continued to give cause for concern, and the Contractor had now submitted a further revised programme advising the new auditorium will be complete for February 2015, though DRS advise that they expect completion closer to May 2015; and
- (ii) of updates in relation to the reopening of venues following the Commonwealth Games, the ongoing pitch refresh programme at Glasgow Green and Scotstoun, progress on the Kelvin Hall project, and the Burrell Renaissance masterplan.

After consideration the Board noted the update on projects included in the Capital Programme.

(2) Civic and Cultural Events Review agreed.

There was submitted a report by the Director of Sport and Infrastructure Support which detailed the increasing budget pressures on civic and cultural events managed by Glasgow Life, and proposed a review of these events to assess the strategic fit and overall impact on the city.

The report advised

- (i) of the current programme of civic events, festivals and cultural events managed by Glasgow Life on behalf of Glasgow City Council, which significantly contribute towards many of Glasgow's key strategic objectives and the increasing budget pressure this was under;
- (ii) that the review would look at funding models and operational formats of the entire portfolio with the aim being to develop a financially sustainable civic and cultural events programme that continues to support the city's strategic objectives;
- (iii) set out a number of factors which have resulted in the expenditure on events increasing, and additionally some of the wider risks and consequences on the portfolio; and
- (iv) of the recommended gateway assessment approach to, in the first instance, assess the strategic fit and impact of the events and secondly to assess and recommend the most appropriate and realistic options for reducing costs, increasing income or both.

After consideration the Board agreed to

- (i) the gateway assessment approach outlined in the approach; and
- (ii) receive a further report with the recommendations arising from the assessment in the New Year.

11. Reports by Director of Cultural Services

(1) Festival 2014 noted.

There was submitted a report, accompanied by a presentation, by the Director of Cultural Services which provided the Board with an update on activities undertaken during Festival 2014, and a high-level summary of the evaluation analysis that is in progress.

After consideration the Board noted the update and information provided with regard to Festival 2014.

(2) Equalities Review approved.

There was submitted a report by the Director of Cultural Services which provided the Board with an update on the recommendations from two studies which were commissioned to support the Glasgow Life Equalities Review.

After consideration the Board approved the proposed approach to improving Glasgow Life's performance in relation to equalities as set out in the report.

(3) Museums Collections Agreement noted and agreed.

There was submitted a report by the Director of Cultural Services which provided the Board with information relating to the Collections Agreement for the period 1 April to 30 September 2014.

After consideration the Board

- (i) noted the performance information relating to the Collections Agreement; and
- (ii) agreed that the report be referred to Glasgow City Council for their information.

12. Reports by Director of Finance and Governance

(1) Financial update noted.

There was submitted a report by the Director of Finance and Governance which informed the Board of the Company's financial performance for period 8 advising that

- (i) the overall position was a deficit of £2,463k against a budgeted deficit of £958k, which was a negative variance of £1,506k;
- (ii) overall income was £1,368k ahead of budget, with Glasgow Club in particular continuing to perform strongly;
- (iii) overall expenditure had a negative variance of £2,874k, largely due to employee costs and an overspend in sport;
- (iv) the CIC showed a profit to date of £910k, however, this was £388k behind budget, this was being impacted by the delay to the completion of the Glasgow Royal Concert Hall works; and
- (v) the Leadership Team was well aware of the current financial position and meetings were taking place across all service areas to ensure their commitment to deliver to their budget and beyond.

After consideration the Board noted

- (a) the period 8 financial position; and
- (b) that a report would come to a future meeting in relation to building maintenance costs.

(2) Risk Register noted.

There was submitted a report by the Director of Finance and Governance which advised of the outcomes of the recent review of the risk register carried out in November 2014, and detailed the top five risks to the Company.

It was highlighted that there had been a change to the top five risks from the previous meeting with Archives Record Management being a new entry.

After consideration the Board noted the content of the report in relation to the risks to the Company to November 2014, and that the risk register was formally reviewed on a six-monthly cycle.

13. Reports by Chief Operating Officer

(1) A Vision for Glasgow Libraries – Project Board update noted.

There was submitted a report which provided the Board with an update in relation to the work of the Vision for Glasgow Libraries Project Board.

After consideration the Board noted the update provided and that it was expected recommendations would be provided to the next Board meeting.

(2) HR update noted.

There was a verbal update by the Chief Operating Officer which advised the Board that

- (a) workforce planning across service areas had seen significant changes to structures and support services across the organisation which were delivering savings;
- (b) with regard to the recent ruling regarding the inclusion of overtime payments in the calculation of holiday pay in cases involving Bear (Scotland) and Hertel, Glasgow Life and Glasgow City Council, along with other ALEOs were working together to discuss the implications of the ruling and work up plans for a suggested course of action; and
- (c) a pay strategy for 2015/16 was being worked up and options would be provided to the next Board meeting.

The Board noted the verbal update provided in relation to HR.

(3) Performance Report – April to October 2014 noted.

There was submitted a report by the Chief Operating Officer

- (a) which updated the Board on the Company's non-financial performance from 1 April to October 2014; and
- (b) advised that
 - (i) overall performance exceeded target for three indicators (visits to museums and galleries, attendances at sports and leisure facilities, and visits to directly managed community facilities);
 - (ii) visits to libraries showed an amber rating due to improvement works at the Mitchell;
 - (iii) visits to art and music venues also showed an amber rating, and whilst comparing favourably with the previous year, were down against target; and
 - (ii) with regard to sickness and absence figures that these were exceeding target and displayed a green rating.

After consideration the Board noted the summary performance from 1 April 2014, including details on the Company's staffing levels and sickness absence.

14. Date of Next Meeting

There being no further business the Chair drew the meeting to a close and advised the Board that the next meeting would take place on Wednesday 28 January 2015 at 10am.